



The Goyak Group™

---



# Using Customer Musts to Drive Your Campaign to Success

October 23, 2009

Eric Sorensen

Joe Zino

***Achieve the Extraordinary!***

6720 Via Austi Parkway - Suite 400 - Las Vegas, NV 89119 - (702) 650-7600 - [www.goyak.com](http://www.goyak.com)

# Do these issues sound familiar?



The Goyak Group.

- **“There’s too much to do, we’ve got to get organized”**
- **“Yes we have a strategy, it’s on the server somewhere”**
- **“All of our discretionary budget is allocated to an engineering team doing design work; we’ll worry about cost, schedule and programmatic later”**
- **“How can we come up with an offer until we get a spec?”**
- **“I know it doesn’t make sense, but we got to follow the standard division process”**

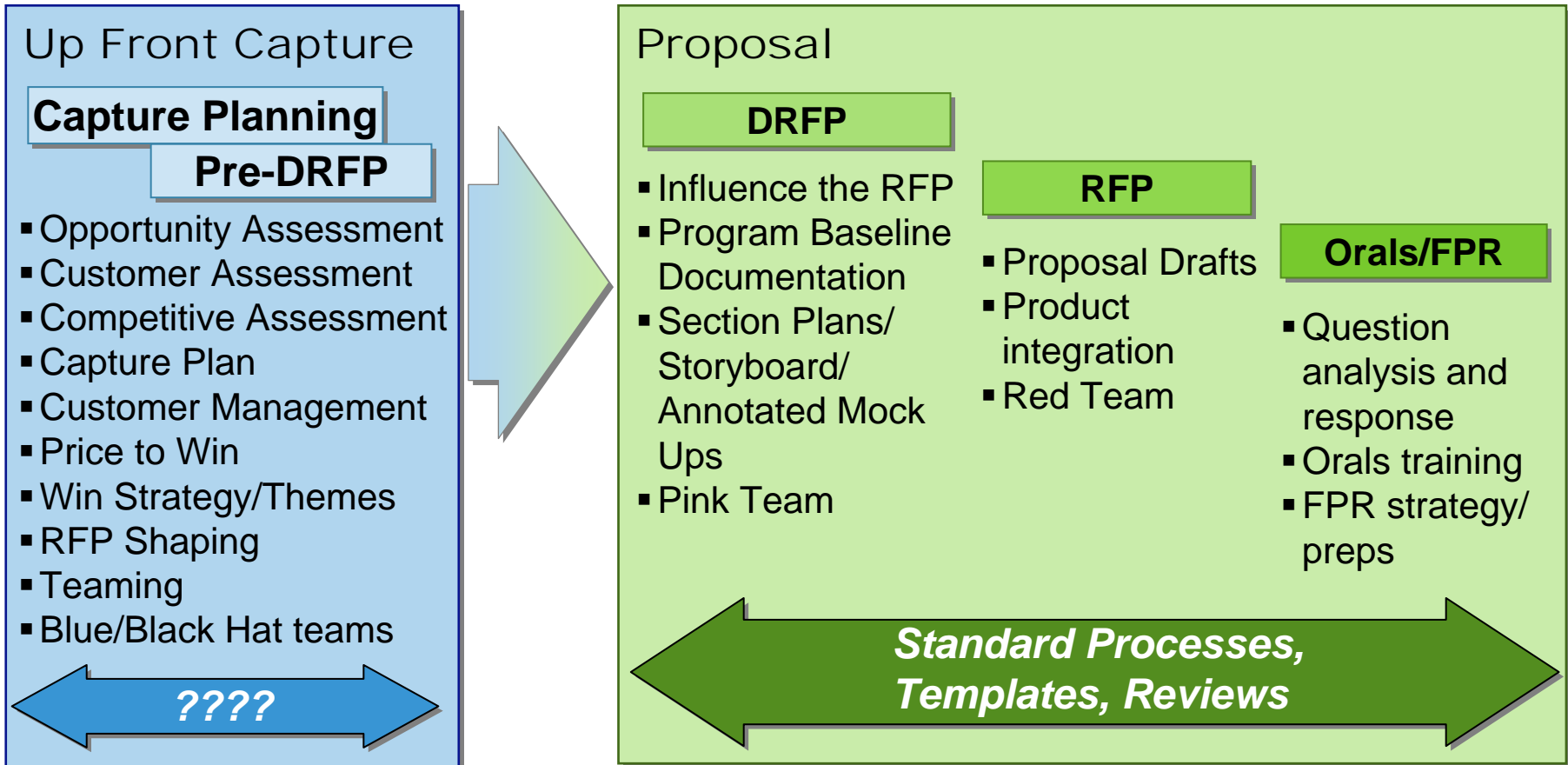
## **Basic problem with Pre-DRFP Campaigns:**

- **Campaign management needs to deal with the ambiguities of an acquisition still in development**
- **Proposal team complains they don’t understand what our offer is; they want clarity of purpose**

# Campaign Life Cycle



The Goyak Group.



***What provides the organizing construct prior to the DRFP?***

# What Wins?



The Goyak Group.

- “Both offers were compliant and capable of executing the program, but ultimately I selected \_\_\_ due to their superior \_\_\_\_\_”.
- “Both offers were evaluated to have low overall proposal risk, and Past Performance indicated high confidence. However, \_\_\_’s exceptional \_\_\_ outweighed \_\_\_’s minimally lower Most Probable Cost”.

***Winning usually boils down to nailing  
1 to 3 Key Issues***

# Capture Strategy Development Process



The Goyak Group.

## 3 - Competitive Assessment

What Will or Could they Say?  
How would they Beat Us?  
Wargaming

## 2 - Strategy

Specific Approach Vs. Each Must  
(Win/Lose Factors)

## 4 - Means to Improve

Specifically what must we do to  
Improve our offering/Pw?

# Enforceable Win Plan

## 1 - Customer Musts

Rank Order  
With Specific Issues  
that Drive the Must

## 5 - Strategic Action Plans

Specific Actions to Get Results  
Customer Management Plan

***Vision → Mission → Action → Results***

# Customer Absolute Musts (CAMs)



The Goyak Group.

- **These are the specific items the Customer will demand of the procurement- the basis for selecting an Offeror**
- **What would he pound his fist about?**
- **Customer's Musts are an effective way of understanding the relationship of emotional and logical requirements**
- **Driving each MUST are ISSUES**
  - Some concern about risk
  - Some old scar
  - Fear is the bottom line
- **These issues drive trades, strategy, approaches, marketing plans, and proposal spin**

***CAMs prioritize your strategies; focus capture activities***

# Strategy



The Goyak Group.

## ■ **Winning Strategies:**

- Provide “A scheme for winning” – how we will win (specific offering with payoffs)
- Direct action; it is not a static bumper sticker
- Give the customer a clear choice among alternatives
- Offers the customer clear benefits aligned to his Must-Have’s

## ■ **Failed Strategies:**

- Don’t differentiate – don’t offer a clear choice
- Don’t address the customer’s must issue set
- Aren’t based on honest self- and competitive assessment – “de Nile” is a river in Africa
- They are not crisply communicated and reinforced throughout the campaign efforts – vision to action

***Effective strategies translate vision to measurable action and are the organizing principle for the entire campaign***

# Strategic Action Plans



The Goyak Group.

- **Gap analysis reveals competitive Strengths and Weaknesses**
- **Highest leveraged actions implemented in Strategic Action Plans (SAPs)**
- **SAPs**
  - Are focused on specific results – mini program plans
  - Have a specific reason behind them
  - Have an owner who is an owner
  - Are statused regularly
  - Are powered by team commitment
  - Avoid the common pitfall of disorganized action item lists that are difficult to status and quickly fall into disrepair

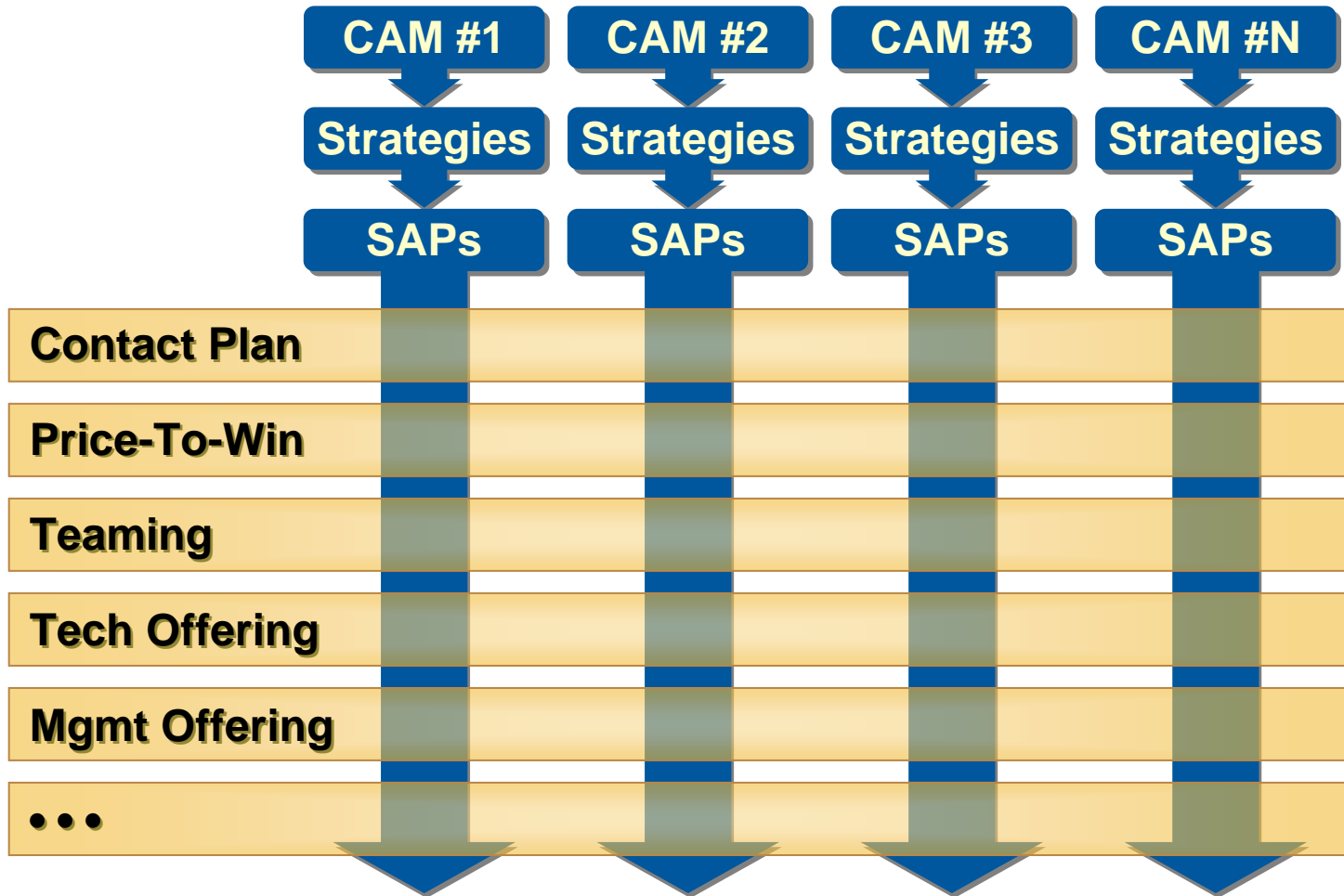
**Objective driven • focused • easy to use**



# Campaign Framework



The Goyak Group.



# Summary



The Goyak Group.

- **CAM – Strategies – SAPs provide prioritization to guide entire campaign**
- **Focus time, resources and messages on small set of issues that really matter to the customer – focus on what wins**